

Development Strategy of the Private Institution "Kharkiv School of Architecture" for 2024–2029

Education has the power to radically change and improve the quality of life for everyone. The path students take at a higher education institution – through acquiring knowledge, conducting experiments, making mistakes, and achieving success – shapes them into specialists and value-driven personalities. This is precisely what applicants hope for when choosing to study at the KhSA (Kharkiv School of Architecture). Therefore, high quality of education and student life is a key priority in the School's work.

The Institution Development Plan for 2024-2029 defines the main priorities for: ensuring the best experience for students, the team, faculty, and alumni; strengthening the School's role in the societal transformation processes of Ukraine; and expanding the School's representation in the international architectural educational environment.

BASIC PRINCIPLES UPON WHICH THE STRATEGY IS FORMED

1. KhSA prepares leaders of the profession and forms a community of specialists who implement a new architectural culture in Ukraine.
 - Supporting and empowering students, ensuring a high-quality and personalized educational experience.
 - Providing relevant skills, knowledge, and abilities that will help graduates achieve career success.
 - Creating a diverse and dynamic student community that extends beyond the School and is supported by its powerful partnership networks.
2. KhSA forms and influences societal changes.
 - Uniting professionals around the institution for whom critical thinking and responsibility are integral parts of their practice.
 - Implementing public discussion about contemporary architectural culture in Ukraine and the architectural profession.
 - Promoting growing awareness among communities regarding the importance of the architect's role in urban changes.
3. KhSA is a flexible and effective organization that is constantly evolving.
 - Creating an attractive working environment based on mutual respect and mutual assistance, providing opportunities for self-realization and development.
 - Establishing a transparent, socially responsible, active, and effective organization capable of implementing changes for the sake of sustainable development.
 - Ensuring a reliable and resilient financial foundation that guarantees the ability to achieve the KhSA mission.
4. KhSA is an institution open to the external world.
 - Strengthening partnerships and initiating cooperation.
 - Building connections between different institutions and cities, representing Ukraine in the international architectural educational community.

PRIORITY DEVELOPMENT DIRECTIONS FOR THE NEXT FIVE YEARS

1) Academic Development

Educational Programs

Goal: To provide relevant and competitive education that is practice-oriented, with excellent acquired competencies (learning outcomes).

- Development of the Bachelor's program, which reflects the best Ukrainian and global architectural pedagogical experience and develops/implements its own methodologies and techniques for the Ukrainian context.
- Launch of a Master's program aimed at training specialists in Urban Planning and Urban Design, who will become leaders and agents of change in defining the trajectory of recovery programs for Ukrainian cities.
- Implementation of a Double Master's Degree program, which guarantees the quality of acquired knowledge and increases the competitiveness of graduates in the architectural labor market of Ukraine.
- Update of the Preparatory (Foundation) Course, ensuring sustainable preparation of applicants for study at KhSA.

Students

Goal: To facilitate the best student experience and assist the student body in implementing their vision of student life.

- Strengthening cooperation with student self-government on terms of transparency and mutual respect.
- Assistance and support in the realization of extracurricular student life at the School.
- Creation of a scholarship fund.
- Promotion and support of student initiatives within the framework of international student architectural structures.

Faculty

Goal: To create an attractive intellectual environment for the formation, development, and realization of professional opportunities, promoting competence development, and ensuring the visibility of faculty expertise outside the School in the Ukrainian and international professional environment.

- Creating comfortable working conditions with decent remuneration.
- Creating conditions for the development of creative and professional potential through opportunities to implement innovative approaches in educational programs.
- Ensuring the professional growth of full-time faculty to create a sustainable teaching team that reinforces one another and interacts effectively.
- Improving the efficiency of faculty infrastructure, optimizing and systematizing operational processes and logistics for the educational process.
- Creating an atmosphere for the intellectual exchange of ideas and professional growth.
- Providing conditions for research work through grants, project work opportunities, and professional practice (KhSA laboratory, partnership projects).
- Promoting the visibility of faculty expertise in the professional Ukrainian and international educational architectural environment through participation in international educational forums, associations, and other initiatives.

Participation in Higher Education Transformation Processes

Higher education in Ukraine is in a stage of permanent transformation. The implementation of the Bologna system and reform attempts leave many open questions. Architectural education requires deep rethinking of methodologies and techniques in accordance with modern needs, global threats to cities, and local challenges of war. It cannot be reformed according to the template of other technical or humanities fields. Therefore, the systemic and extraordinary changes required by architectural (as well as artistic) education in Ukraine must be communicated to the Ministry of Education and Science.

- Bringing relevant practices and discussions regarding architectural education into the Ukrainian academic discourse.
- Formulating proposals and legislative changes regarding the criteria for conducting architectural educational activities.
- Establishing cooperation with Ukrainian higher education institutions to jointly promote changes and implement new and relevant criteria for quality higher education in creative fields at the legislative level.

KhSA as Part of the International Educational Environment

Goal: To collaborate with international educational institutions to realize common goals: supporting education, research, and knowledge exchange.

- Strengthening KhSA's presence in the international academic environment of architectural education through participation in international architectural education associations and forums.
- Participation in international research and educational grant programs and projects that provide opportunities for international exchanges, implementation of joint educational programs, and mobility programs.

2) Institutional Sustainability

KhSA is going through another stage in which a sustainable development strategy is crucial for creating a resilient institution. For the School, sustainable development means combining high standards of educational quality with an appropriate business model that meets the institution's needs while protecting, supporting, and multiplying human capital and technical resources for future growth.

Team

The team is the foundation of the School, without which it is impossible to build an institution that declares openness, interaction, and co-creation. Goal: To ensure the attractiveness of the institution as a place for realizing professional ambitions and constant growth.

- Creating comfortable working conditions with decent remuneration.
- Creating opportunities for professional potential development by allowing the team to apply their skills, knowledge, and experience in areas where they have impact and feel their effectiveness.
- Defining and implementing a managerial operational model that ensures the efficiency and sustainability of operational processes.

Economic Management Model

The formula for ensuring the School's sustainable development is quality multiplied by an effective managerial and financial model. To ensure sustainable development, the following is necessary:

- Implementation of a sustainable financing model (student tuition + fundraising + consulting).

- Scaling the School by increasing enrollment and opening new programs.
- Improving management, which combines measures aimed at improving services, processes, systems, and infrastructure that support educational, academic, and public activities.
- Formation of the School's Supervisory Board to involve experts from various fields for effective management of change processes and sustainable development.
- Increasing the School's visibility by promoting the team's expertise.
- Strengthening connections with School alumni.
- Creation of a support circle for the institute – "Friends of KhSA".

Spatial Solutions

- Increasing the number of premises in Lviv as the institution grows to ensure comfortable conditions for students, faculty, and the team.
- Facilitating opportunities for student leisure and sports activities.
- Return to Kharkiv after the end of the war, subject to international and state guarantees, with a preparatory stage for relocation of no more than two years.

3) Societal Impact

The social significance of educational institutions has changed over the last decade; their role and influence have gone beyond the direct duty of providing quality educational services. The role of higher education institutions as intellectual hubs for quality social transformations is extremely important for Ukraine. Fulfilling the School's mission is directly linked to forming a new vision and understanding of the architect as an agent of social change and rethinking the importance of architectural education for the post-war recovery of Ukraine.

- Advocacy for a relevant system of architectural education in Ukraine.
- Conducting a public program, socially oriented projects, and other events to engage the broad public in conversation about the needs and challenges of Ukrainian cities.
- Participation in socially important projects and partnerships in Ukraine and abroad.